



OVERSEAS
DEFENSE



GLOBAL
ENGAGEMENT



DOMESTIC
MISSIONS



SOLDIER,
AIRMAN,
FAMILY



2012 NATIONAL GUARD BUREAU POSTURE STATEMENT

A GREAT VALUE FOR AMERICA

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Core Competencies Provided by Your National Guard:

Executive Overview and Message From Directors



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Overseas Defense Mission



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Global Engagement



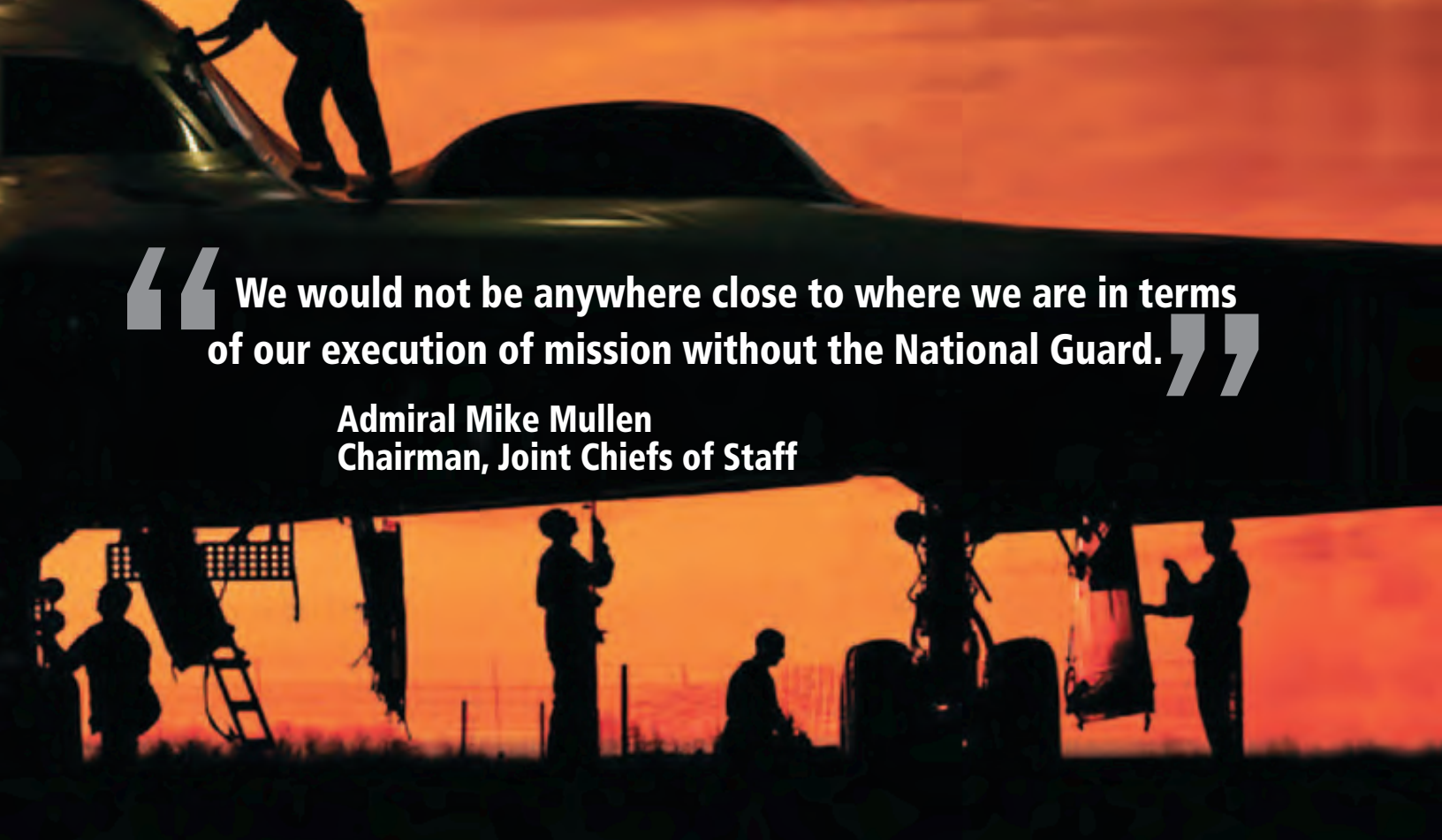
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Overseas Defense Mission:

- Critical component to Army / Air Force war fighting mission
- A flexible, cost effective on-demand force

Global Engagement:

- Theater security cooperation through dynamic overseas partnerships
- Interagency relationships aimed at global stability and prosperity



“ We would not be anywhere close to where we are in terms of our execution of mission without the National Guard. ”

**Admiral Mike Mullen
Chairman, Joint Chiefs of Staff**

Domestic Mission Support



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Domestic Mission Support:

- Lifesaving capabilities
- Protection of critical infrastructure

Soldier, Airman, and Family Support Programs



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Soldier, Airman, and Family Support Programs:

- A competent, capable, diverse, and healthy workforce
- Immeasurable benefits to local communities through proven youth outreach



National Guard Bureau **EXECUTIVE OVERVIEW**

General Craig R. McKinley

Chief, National Guard Bureau

“Prevailing in today’s wars requires a Reserve Component that can serve in an operational capacity – available, trained, and equipped. Using the National Guard and Reserves will lower overall personnel and operating costs, better ensure the right mix and availability of equipment, provide more efficient and effective use of defense assets, and contribute to the sustainability of both the AC and RC.”

2010 Quadrennial Defense Review

America’s National Guard remains ready, reliable, and accessible. As members of an operational force, regularly used by the President and State Governors, the Soldiers and Airmen of the National Guard contribute daily to our nation’s overseas and domestic security objectives.

The National Guard is at a crossroads. As we approach Fiscal Year 2012 (FY12), a national debate is addressing the most cost-effective way to run the nation, the federal government, and the Department of Defense. One of the main issues concerning our military forces involves determining the appropriate mix of active duty and reserve forces. To that end, we need to ascertain the correct balance of utilization rates – somewhere between the current National Guard operations tempo and what is sustainable over the long term.

On average, 63,000 National Guard members are either deployed or mobilized at any given time for federal missions and about 5,800 are activated for domestic missions. I believe that this utilization rate of National Guard personnel is appropriate and that we can sustain this level of activation providing the deployments are programmed as far in advance as reasonably possible.

In the coming months, the Department of Defense, the Administration, and Congress will analyze the current status of the National Guard. I am confident they will conclude that our organization is as strong as it has ever been. The investment made in the National Guard over the past decade must be capitalized upon and leveraged for the future.

This Posture Statement will not only detail how the National Guard has effectively used its appropriated funds over the past year, but how we, as an organization, intend to continue being good stewards of the taxpayers’ dollars entrusted to us in FY12. As we embark upon this new fiscal year, we plan to make the National Guard stronger, more capable, and more ready.

The National Guard Bureau’s Army, Air, and Joint Directorates each work with the Adjutants General of the 50 States, three Territories, and the District of Columbia to execute the strategies set forth by National and State leaders. This synergistic effort is at the heart of our success. The National Guard fosters and nurtures a deep-rooted connection to the more than 3,300 communities across our country that allows the men and women of the National Guard to be an accessible,

Executive Overview

strong, and capable asset – one that is *always ready, always there*.

The Army National Guard and Air National Guard are full partners with their respective services in providing combat resources and enabling units for the overseas fight. However, the National Guard also makes ground and air forces available to the Governors when needed. The National Guard Bureau team works closely with the Army and Air staffs to:

- Maintain endstrength at or above 358,200 for the Army National Guard (ARNG) and 106,700 for the Air National Guard (ANG), with a primary focus on caring for the Guard members and their Families
- Modernize and re-capitalize the ARNG and ANG equipment. This means equip the ARNG to no less than 80 percent of its equipment requirements, ensuring that the ARNG always has the level of equipment needed to meet domestic operational requirements regardless of a unit's status
- Ensure the ANG is equipped concurrently and in balance with the Total Air Force
- Stabilize the force to build readiness and train forces to the ARFORGEN level of proficiency and to support the Air Expeditionary Force

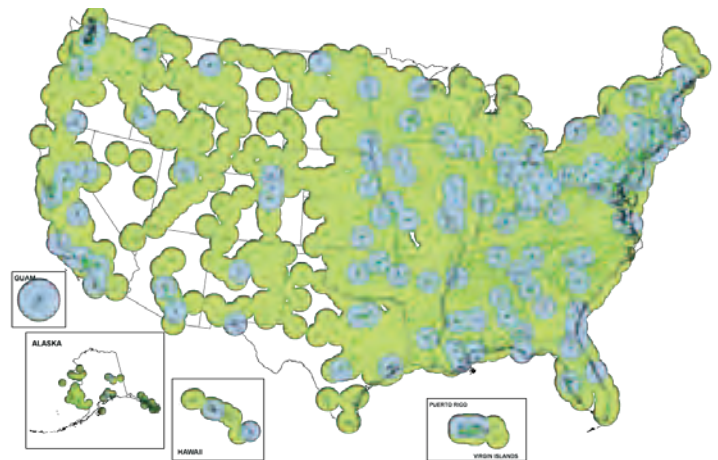
Since the National Guard Bureau's official designation as a joint activity of the Department of Defense (DoD), we have been forging ahead to develop our dual-mission capabilities, both domestic and overseas. We have focused on developing strategic relationships within DoD and other federal agencies to implement efficient and effective response capabilities. The goal is to ensure the American people have ready access to the essential capabilities of homeland response. To support our domestic response priorities, the National Guard Bureau is:

- Enhancing Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Enterprise response capability at the State level
- Establishing a Homeland Response Force (HRF) in each FEMA region
- Documenting the State Joint Force Headquarters requirements to further improve command and control capacity during the response



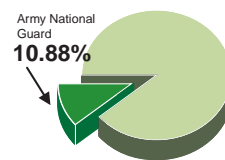
The National Guard in Local Communities

Circles represent Army (green) and Air Force (blue) installations plus 50 mile radius.

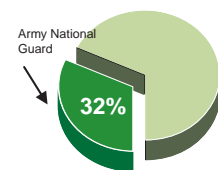


National Guard Allotments of Army and Air Force Resources

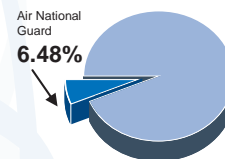
Total Army Budget*
FY 2010



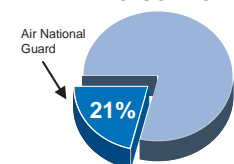
Total Army Personnel



Total Air Force Budget*
FY 2010



Total Air Force Personnel



*Total Budget includes all active and reserve operations, personnel, and construction appropriations.

The tremendous value that the National Guard provides can be effectively described through our four broad mission areas – our core competencies:

- Overseas defense mission
- Support to global engagements
- Domestic response mission
- Soldier, Airman, and Family support programs

Overseas, the National Guard will continue its full engagement in current operations. As of September 30, 2010, the National Guard has mobilized nearly 650,000 Soldiers and Airmen in support of Overseas Contingency Operations since the attacks of September 11, 2001. In many cases, these men and women have mobilized for combat multiple times. Most Americans know that the Army and Air National Guard provide many of the forces in Afghanistan and Iraq, but few are aware that the vast majority of the forces in Bosnia, Kosovo, the Sinai, and Guantanamo Bay, Cuba are also National Guard members. These missions are critical to our national security and garner significant international support in keeping peace across the globe.

Global engagement is another National Guard core competency. Since the end of the Cold War the National Guard, through its State Partnership Program (SPP), has established enduring and mutually beneficial relationships between American States and more than 60 foreign nations. Working with the Department of State, military commands, and other agencies, the State Partnership Program is an integral component of the Defense Department's global security cooperation strategy, the geographic Combatant Commanders' theater engagement programs, and the U.S. Ambassadors' Mission Strategic Resource Plans. These partnerships work to advance regional security, stability, and prosperity. By fostering relationships with other countries, we develop more understanding and familiarity with each other, thereby creating a foundation of trust, appreciation, and burgeoning global security.

Furthermore, as the demand for Overseas Contingency Operations forces declines, there is opportunity to preserve operational National Guard capability by expanding the experience gained through the SPP. Using contingency forces in its one year of rotational availability permits it to prepare for five years with personnel costs that are a small fraction of the active component. National Guard units that are used for these purposes can offer the Combatant Commander the predictability and stability inherent in the operational

RC, which in turn provides the benefit of continuity in sourcing and building long-term relationships.

The National Guard is ideally suited for providing support to Combatant Commanders. Soldiers with valuable civilian skills and expertise from professional, technical, and managerial fields in the private sector make up the National Guard. Moreover, retaining specific skill sets within particular units is possible because National Guard Soldiers characteristically spend their entire career in the same unit. Skill sets not only apply to those that are civilian acquired, but also military investments made in language training and cultural awareness. The National Guard's proven track record in recruiting and retaining prior service personnel preserves the training expense already invested while on active duty.

The Afghanistan Agribusiness Development Program is a unique engagement program of the National Guard. The Agribusiness Development Teams provide training and advice to Afghan agricultural universities, provincial ministries, and local farmers, leading to increased stability and improved opportunities for Afghanistan's reemerging agribusiness realm. Thanks to the National Guard, Afghanistan reports declines in poppy production and increases in harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

Domestically, the National Guard is ready to respond on a moment's notice to any emergency, manmade or natural. The National Guard will have 10 Homeland Response Force units that are either dedicated to or dual-hatted for this critical homeland mission. These units will complement and enhance the existing civil-support structure in National Guard units across the nation.

The National Guard seeks to provide exemplary support to our Soldiers, Airmen, and their Families. Programs, such as the Army's Warrior Transition Units (WTUs) and Community-Based Warrior Transition Units (CBWTUs), focus on caring for Wounded Warriors from across the Army. The Army National Guard supports the Army's WTUs and CBWTUs at all levels of the organization from squad leader to battalion commander.

The Yellow Ribbon Reintegration Program provides information, services, referrals, and proactive outreach to Soldiers, spouses, employers, and youth throughout the different stages of mobilization: pre-alert, alert,

Executive Overview

pre-deployment, deployment, post-deployment, and reintegration.

Our Citizen-Soldiers, who in their civilian lives are in positions of influence across the spectrum of business, education, and government, make up the backbone of the National Guard Youth ChalleNGe Program (NGYCP). This award-winning, community-based program leads, trains, and mentors high school dropouts to become productive citizens in America's future. ChalleNGe has 32 sites in 28 States and Puerto Rico, offering a five-month "military style" residential phase and a one-year post-residential mentoring phase for unemployed youth ages 16-18. ChalleNGe saves States approximately \$175 million annually in juvenile corrections costs, while keeping youth off federal assistance.

Investment in the National Guard is a great value for America. These brief examples display only a fraction of what we currently accomplish and I am confident that we can provide more in the years to come.

We must sustain the National Guard as a ready and accessible force. We must find a sustainable balance between operational utilization and overuse of these dedicated Citizen-Soldiers and Citizen-Airmen. The National Guard currently provides 35-40 percent of the Army and Air Force operational force for less than 7 percent of the base defense budget – precisely the type of efficiency the Department of Defense is seeking. With the proper disbursement of scarce defense dollars, the National Guard is an investment with a very high return.

Today and in the future, the National Guard will continue to simultaneously defend the nation's interests overseas, support the homeland, and serve as an indispensable, cost-effective military option for the United States. For 375 years, our National Guard has proven itself a great value for America. With a deliberate decision to support the Reserve Component as an operational force, and the discovery of the critical balance between funding and use, the National Guard will be successful in FY12, and emerge as an even greater value in the future.



For more details on the National Guard, please see the information papers at:
www.ng.mil/features/ngps

As we embark upon this new fiscal year, we intend to make the National Guard stronger, more capable, more ready, and more accessible to the President and our nation's Governors.





ARMY NATIONAL GUARD MESSAGE

Major General Raymond W. Carpenter

Acting Director, Army National Guard

Our nation, indeed our Army National Guard, is approaching a decade of war with an all-volunteer force. We are in uncharted territory, but to the credit of our Soldiers and their leaders, we are experiencing huge successes. We continue to see young people who want to join and serve in the ARNG and just as impressive, retention rates of our current serving force, which includes many combat veterans, make the decision to continue to serve at historic rates.

The experience we have gained since 9/11, the modern equipment fielded, the training delivered to our Soldiers, and the frequency of deployments have resulted in a highly seasoned force. That force has been described as an Operational Force. The experience of our Army National Guard in recent years has emboldened our Soldiers and units to the benefit of our nation like no other time in recent history. No less than 15 research studies have been commissioned to guide the future of an Operational Army National Guard. Ultimately, these studies are in agreement that for a relatively minor investment on a continuing basis, an Operational Army National Guard can be sustained. In return, the nation will benefit from the past investment and experience of the Guard; and in a budget-constrained environment, the Army National Guard is a cost-effective option.

Our nation has invested over \$37 billion in equipment for the Army National Guard in the past five years. Most of that investment has been in Critical Dual Use

(CDU) equipment. CDU equipment items are used in the overseas mission as well as in the homeland mission. Not well publicized, is the capability developed for the wars in Iraq and Afghanistan. The overseas defense mission has built a dramatically improved capacity in the Army National Guard to respond to disasters, emergencies, and even terrorist attacks on the homeland.

While supporting homeland operations, fixed-wing aircraft transported emergency supplies and personnel throughout the Gulf Coast during the aftermath of the Deepwater Horizon oil spill. The Operational Support Airlift Agency provided critical combat support by transporting blood donations and Wounded Warriors across the United States. Fixed-wing aircraft also transported much-needed supplies and personnel to Haiti in support of Operation Unified Response among other missions.

"People are our most precious resource. The quality of the Citizen-Soldiers of the Army National Guard is unprecedented."

People are our most precious resource. The quality of the Citizen-Soldiers of the Army National Guard is unprecedented. However, we are experiencing a troubling increase in the incidence of suicides. Calendar Year 2010 initial statistics reveal a near doubling in the number of suicides reported. The analysis shows that there is no single contributing cause. It is not necessarily a deployment problem, because 60 percent have not deployed. It is not an unemployment problem, because only 10-15 percent were unemployed. Three primary denominators associated with suicide among Guard Soldiers are being young, male, and white. A recent

U.S. Army epidemiological report of suicides from 2003 through 2009 also found primary factors of suicide as being young and male. Additionally, civilian research on suicides consistently reports young, male, and white associated with suicide.

Case analysis indicates that society as a whole is experiencing a significant increase in the rates of suicide in the younger generation. There are regular news stories of the numbers of suicides in a given high school or local college.

Ultimately, in my opinion, the conclusion can be drawn that the younger generation in their late teens and 20s, is less resilient and has not developed the coping skills of previous generations. Within the Army National Guard, several States have developed comprehensive social support and mental health initiatives. These programs emerged out of a need to deepen Soldier resilience. Several of our States including Michigan, Nevada, Nebraska, California, Wisconsin, Kansas, and Illinois have innovative resilience programs.

The Army National Guard, in conjunction with the U.S. Army, the Department of Defense, the Veterans Administration, and each of the States, Territories, and District of Columbia, has made turning this trend around a priority. The ARNG has developed a campaign plan, as have most of the States, to focus efforts on behavioral health issues. Acknowledging unemployment as a stressful challenge affecting our Soldiers and Families, the Army National Guard implemented employment outreach as a necessary step in building resilience. The Job Connection Education Program is an employment initiative designed to help improve quality of life for unemployed or underemployed Soldiers. This program focuses on how Soldiers seek, obtain, and retain civilian employment.

Of most importance is the effort to build resilience in our Soldiers. We are training “Master Resilience Trainers” and “Resilience Training Assistants,” both of whom are Soldiers, with acquired resources and insights. They will be assigned to every Company-size unit and will be responsible for teaching Soldiers coping skills. There are many more efforts too numerous to cover here that are ongoing and I am confident that, as a team we will turn this trend around. In the end, I believe the Soldiers and Families of the Army National Guard will not just be physically strong, but will be an emotionally and spiritually stronger force in service to our States, Territories, District and nation.





AIR NATIONAL GUARD MESSAGE

Lieutenant General Harry M. Wyatt III

Director, Air National Guard

This is a critical time in our history. We are faced with increasingly limited resources and tight or declining budgets. We must accentuate the strength of the Air National Guard—our cost effectiveness.

We must adapt to the changing strategic environment in order to effectively meet the threats to our nation's security. As an organization, we explore new mission areas and build on the strengths of our cost-effective construct to maximize our contribution to our nation's defense, and we do this in full partnership with our Air Force.

Operating costs are increasing; aircraft are aging quickly and becoming more expensive to fly. In 1967, the average age of our force structure was 8.5 years; now it's 23.5 years and getting older. Aging aircraft alone is not the issue—it is the decreasing military utility of some aircraft. Readiness hasn't suffered, but we're paying a high cost to remain ready.

While our defense leadership is making tough decisions, we know the Air National Guard is well situated as a cost-effective answer in both our defense and domestic response roles. The Air Guard provides a trained, equipped, and ready force for a fraction of the cost. Our

savings are largely due to a mostly part-time force and the ability to maintain a stable force (fewer personnel moves, longer careers, etc.). Another factor that is key to our cost effectiveness is the infrastructure savings inherent in the Air National Guard basing model that not

only allows us to operate efficiently, but also allows us to be a part of, and contribute to, communities across the country. With some of our leases costing as little as one dollar annually, the Air Guard is able to realize even more cost savings through its supporting infrastructure. In fact, for less than \$4 million annually through Joint Use Agreements, the Air National Guard provides stewardship to approximately \$12 billion in infrastructure.

The Air National Guard continues to be incredibly busy. Over the past nine years, more than 200,000 Guard

Airmen have mobilized overseas, many of them multiple times. In the past year alone, we have mobilized close to 22,000 members to 50 countries.

This year we began the process of defining the Air National Guard's role in domestic operations. Many are unaware of the contributions and skills our Guard Airmen provide to domestic support. The Air National Guard has particular core capabilities for which we are

"This has been an exciting and challenging year for the Air National Guard. Our Guard Airmen have proven they are ready to meet any challenge and we look forward to the coming year."

uniquely trained and equipped. Many have been used in the past year alone, to include:

- Air Defense (Air Sovereignty Alert)
- Air Traffic Control,
- Tactical airlift,
- Airlift coordination
- Civil engineering
- Specialized medical care
- Law enforcement
- Aerial firefighting
- Mortuary affairs
- Urban search and rescue
- Communications

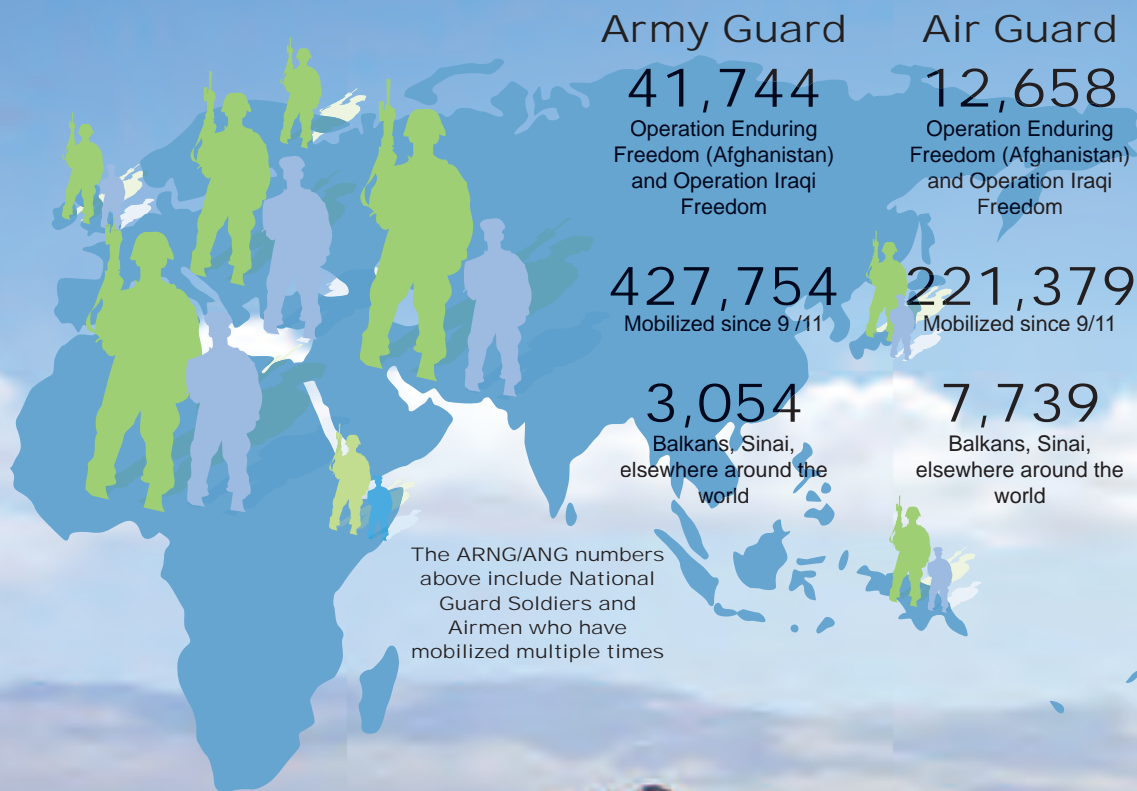
Whatever the mission, the Air National Guard is as integral a part of domestic operations as it is to the Air Force's overseas operations.

Homeland Defense will remain our top priority. We expect this to remain a steady-state mission for the Air National Guard and we will be engaged constantly in protecting America, at home and abroad, spanning the spectrum from consequence management to planned rotations within the Air Expeditionary Force. The Air Guard will continue to provide forces for two separate and distinct mission profiles: support to the respective States and surge capability for the Combatant Commanders. Additionally, our mix of capabilities must remain flexible enough to function within these two contexts. We must be adaptable!

This has been an exciting and challenging year for the Air National Guard. Our Guard Airmen have proven they are ready to meet any challenge and we look forward to the coming year.



National Guard Mobilizations in Support of Overseas Contingency Operations – FY10



OVERSEAS DEFENSE MISSION



“No one wants to go back to the National Guard being just a strategic reserve. We have come way too far. Half of the Guard is combat veterans. That’s a fundamentally different force and, as a result, it’s a fundamentally different Army.”

Gen. George W. Casey, Jr.
U.S. Army Chief of Staff



Currently, five States operate nine RPAs in combat air patrols in theater, and we anticipate even greater involvement in the future.

ANG AIRCRAFT					
Summary	Operation Noble Eagle Sorties	Operation Enduring Freedom (Afghanistan) Sorties	Operation Iraqi Freedom Sorties	Pacific Command Sorties	Operation New Dawn Sorties
Airlift	804	68,852	50,321	94	102
Refuelers	7,452	15,203	10,518	440	114
Fighters	20,905	3,673	25,885	202	46
SpOps	195	1,310	11,947	0	421
Rescue	0	2,690	217	0	0
OSA	0	224	349	0	0
Totals	29,356	91,952	99,237	736	683

The National Guard's depth is no longer the "once in a lifetime" strategic reserve envisioned during the Cold War. The National Guard is an operational force and an integral part of the Army and Air Force. Seasoned veterans, having multiple deployments in Iraq, Afghanistan, the Balkans, and other locations, populate our ranks.

Structured for the Future

The National Guard (NG) has structured its force for the future. As an operational force, the NG is the most cost effective means of adjusting supply to respond to a constantly changing demand. The current Active Component structure incurs high cost regardless of whether or not demand for forces is high. A properly resourced operational force, such as the National Guard, is essential to meeting our national security requirements in an era of persistent conflict and declining defense resources.

High Readiness at a Great Value

The use of Army National Guard ground forces in an era of persistent conflict provides tremendous capability at an acceptable cost. The demand for ground forces will be neither constant nor predictable. At best, we can only anticipate a most likely range of demand over time. A ready and accessible operational force is the most cost-effective means of adjusting force supply within the anticipated demand range. An operational force also provides the strategic agility and depth required to respond to unexpected contingencies. A Train/Ready force pool required to support a 1:5 Mob Dwell goal can provide needed surge capacity.

Fielding the "Shadow" to the Army National Guard

The Shadow Tactical Unmanned Aircraft System

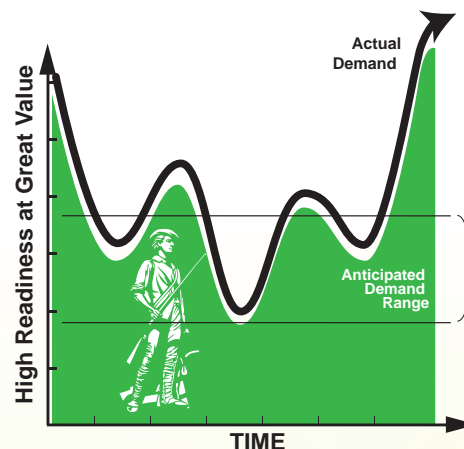
(TUAS) is a low-to-medium-altitude, short endurance, unmanned aircraft system. The individual Shadow air vehicle (AV) carries a variety of mission equipment packages including electro-optical, infrared, and laser designation. These payloads enable the Shadow AV, via fixed or portable ground control, to conduct immediate responsive intelligence, surveillance and reconnaissance target acquisition; battle damage assessment; and communications relay.

Remotely Piloted Aircraft (RPA)

The ANG currently operates eight MQ-1 Predator Combat Air Patrols (CAPs) and one MQ-9 Reaper CAP. These unmanned aerial vehicles provide combat intelligence, surveillance and reconnaissance, close air support, force protection and escort, base security, and precision strikes.

Each ANG MQ-1 unit flies one Overseas Contingency Operations CAP (plus one surge OCO CAP). This effort equates to nearly 14,600 hours (1,000 sorties) per year, per unit. The four ANG MQ-1 Predator units are:

- 214th Reconnaissance Group, Davis-Monthan AFB, AZ
- 163rd Reconnaissance Wing, March AFB, CA
- 119th Wing, Fargo, ND
- 147th Reconnaissance Wing, Ellington Field, TX



The New York ANG's 174th Fighter Wing, based in Syracuse, is the only ANG MQ-9 unit. The 174th is forecast to fly approximately 7,300 hours (650 sorties) per year.

To meet the Secretary of Defense's 65 CAP plan, the Air Guard will add six RPA units by FY13.

MQ-1 Predator unmanned aerial vehicles and F-16 Fighting Falcons provided intelligence, and search and reconnaissance gathering features, as well as munitions capability to support ground troops and base defense during Operation Iraqi Freedom.

“More programs like ADT (Agribusiness Development Teams) can be developed. We are working with the Services and their Reserve components to find appropriate force structures that can capitalize on the professional skills of Guardsmen.”

Honorable Robert Gates
Secretary of Defense

GLOBAL ENGAGEMENT



USCENTCOM - 6

Arizona / Kazakhstan
Colorado / Jordan
Louisiana / Uzbekistan
Montana / Kyrgyzstan
Pending / Turkmenistan
Virginia / Tajikistan

USPACOM - 6

Alaska / Mongolia
Hawaii, Guam / Philippines
Hawaii / Indonesia
Washington / Thailand
Oregon / Bangladesh
Idaho / Cambodia

USAFRICOM - 8

California / Nigeria
New York / South Africa
North Carolina / Botswana
North Dakota / Ghana
Michigan / Liberia
Utah / Morocco
Vermont / Senegal
Wyoming / Tunisia

BI-LATERALS - 3

NGB / Israel
Iowa / Russia Federation
Minnesota / Norway

USEUCOM - 21

Alabama / Romania
California / Ukraine
Colorado / Slovenia
Georgia / Georgia
Illinois / Poland
Indiana / Slovakia
Kansas / Armenia
Maine/Montenegro
Maryland / Estonia
Maryland / Bosnia
Michigan / Latvia
Minnesota / Croatia
New Jersey / Albania
North Carolina / Moldova
Ohio / Hungary
Ohio / Serbia
Oklahoma / Azerbaijan
Pennsylvania / Lithuania
Tennessee / Bulgaria
Texas, Nebraska / Czech Republic
Vermont / Macedonia

USSOUTHCOM - 20

Arkansas / Guatemala
Connecticut / Uruguay
Delaware / Trinidad-Tobago
District of Columbia / Jamaica
Florida / Venezuela
Florida / Guyana
Florida, VI / Regional Security
System (E. Carib. Islands)
Kentucky / Ecuador
Louisiana / Belize
Massachusetts / Paraguay
Mississippi / Bolivia
Missouri / Panama
New Hampshire / El Salvador
New Mexico / Costa Rica
Puerto Rico / Honduras
Puerto Rico / Dominican Rep.
South Dakota/Suriname
Texas/Chile
West Virginia / Peru
Wisconsin / Nicaragua

USNORTHCOM - 1

Rhode Island / Bahamas



AGRIBUSINESS DEVELOPMENT TEAMS



The first demonstration farm built by the Agribusiness Development Team in eastern Afghanistan's Kunar Province will be used to show local farmers alternative methods of planting to help increase crop production in the area.

State Partnership Program (SPP)

The primary goal of the National Guard's State Partnership Program is to establish enduring and mutually beneficial relationships through more than 60 partnerships between American States and foreign nations. These partnerships work together to advance regional security, stability, and prosperity. By fostering these

Working with the Department of State, SPP is an integral component of the Defense Department's security cooperation strategy, the geographic Combatant Commanders' theater engagement programs, and the U.S. Ambassadors' Mission Strategic Resource Plans.

Created in 1993 with only a handful of partnerships in the former Eastern Bloc, the SPP has helped the U.S. European, African, Southern, Pacific, and Central Commands engage the defense and military establishments of countries in every region of the globe. It is critical that this mutually beneficial program continue to expand to increase understanding and cooperation.

Afghanistan Agribusiness Program

An Agribusiness Development Team (ADT) is a self-contained team of 58 Army National Guard Soldiers and Air National Guard Airmen with backgrounds and expertise in various sectors of the agribusiness field. The goal of the ADTs is to supplement current Afghan farming practices by introducing advanced farming techniques and methods. The agribusiness teams provide training and advice to Afghan agriculture universities, provincial ministries, and local farmers, leading to increased stability and improved opportunities for Afghanistan's reemerging agribusiness realm.

The ADT concept provides two major benefits to the Counterinsurgency strategy:

- Cultivates immediate agricultural expertise among Afghan farmers
- Assists Task Force Commanders with daily community engagement

relationships, we develop more understanding and familiarity with each other, creating a foundation of mutual trust and appreciation.

For example, the Vermont National Guard and its partner Macedonia recently completed a joint deployment in support of Operation Enduring Freedom. These relationships are not limited to military-to-military frameworks. Members of the New Jersey National Guard partnered with Albania on a drug reduction program aimed at reducing drug use among Albanian children. They also are working with the Combatant Command and other agencies within Albania to fight trafficking.

ADT members bring their military capabilities as well as their professional civilian skills and education in various agricultural disciplines to work directly with the farmers of Afghanistan. Specific skills include agronomy (soil and seed science), irrigation, horticulture (plant cultivation), pest control, veterinary/animal husbandry techniques, civil engineering, and energy management. As a result of the ADTs, Afghanistan decreased poppy production while increasing harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

PAKISTAN



NATIONAL GUARD
Personnel deployed
7,100



Large Scale Efforts

National Guard members also provided critical humanitarian support to other places around the globe in FY10.

- ✦ In **Haiti**, nearly 7,100 Army and Air Guard members removed debris, conducted mortuary affairs, and provided lifesaving food, medical assistance, and lodging services. National Guard members also built three schools, several police substations and treated some 70,000 patients.
- ✦ The Louisiana National Guard will lead **New Horizon Haiti 2011**, a collaborative effort to rebuild and renovate school



Airmen from the Oregon Air National Guard spent six months in Haiti to assist with recovery efforts and provide weather operations support to the Joint Task Force.



NATIONAL GUARD
Personnel deployed
5,000+

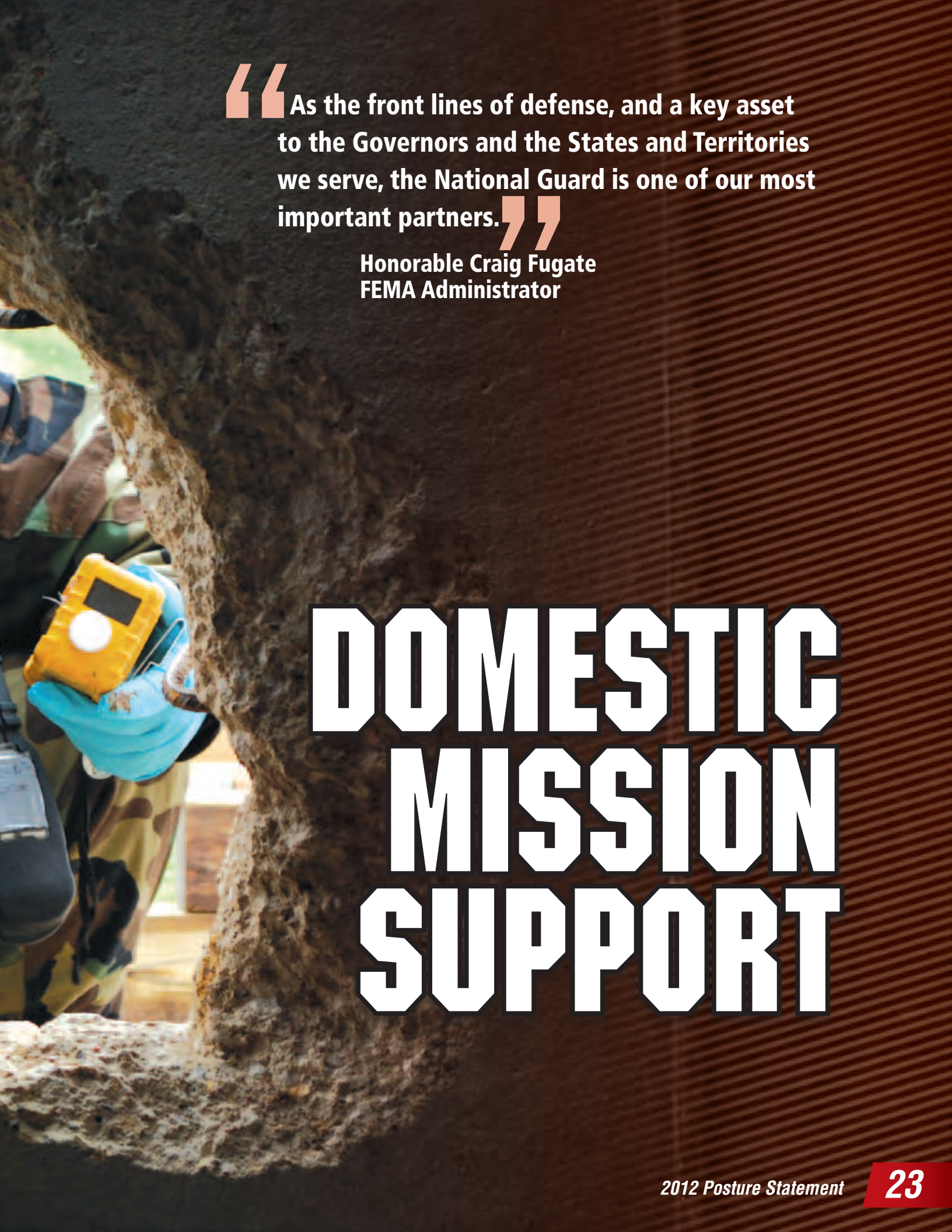


buildings and operate medical treatment sites.

- After the devastating floods in **Pakistan**, more than 5,000 Guard members were called upon to rescue residents, deliver much needed medical supplies, and provide medical treatment.
- Using LC-130s equipped with skis, Air Guard members completed 374 missions in **Antarctica**, carrying 2,400 passengers and 8.1 million pounds of cargo and fuel in support of Operation Deep Freeze, the U.S. military's support of science and research activities.







“As the front lines of defense, and a key asset to the Governors and the States and Territories we serve, the National Guard is one of our most important partners.”

**Honorable Craig Fugate
FEMA Administrator**

DOMESTIC MISSION SUPPORT



A Counterdrug program Guardsman assists a Kentucky law enforcement officer as he prepares to rappel into an area to eradicate marijuana. National Guard members helped law enforcers seize nearly \$40 billion worth of drugs, property, weapons, and cash in FY10.

Southwest Border

Since July 2010, 1,200 additional National Guard personnel, primarily from four States (CA, AZ, NM, TX), are providing temporary criminal investigative analysts to U.S. Immigration and Customs Enforcement and ground surveillance (i.e., Entry Identification Teams) to the U.S. Customs and Border Protection. The National Guard is providing assistance to law enforcement personnel from the Department of Homeland Security to target illicit networks' trafficking in people, drugs, illegal weapons, money, and the violence associated with these illegal activities. More than 300 National Guard personnel were already participating in counter narcotics operations along the Southwest border. The National Guard successfully supported the border security mission during Operation Jump Start from 2006-2008.

Counterdrug Programs

As an organization that has developed and implemented appropriate performance measures to evaluate its effectiveness, the National Guard Bureau's Counterdrug Division has provided great value to law enforcement agencies and community-based organizations across the country.

National Guard members provided law enforcement agencies analysis as well as air and ground support that

resulted in the seizure of almost \$40 billion worth of drugs, property, weapons, and cash in FY10.

On the Drug Demand Reduction (DDR) front, National Guard personnel reached nearly 1.7 million children and adults through activity-based prevention education programs. One of its largest DDR programs, "Stay on Track," positively impacted 65,000 sixth, seventh, and eighth graders through a proven, 12-lesson drug prevention and character education curriculum in FY10.

Additionally, the National Guard's five Counterdrug Training Centers located in MS, FL, IA, PA, and WA trained 4,906 military personnel, 76,096 law enforcement officers, and 29,838 interagency members.

Mobile Airborne Firefighting Systems (MAFFS) Operations

Air National Guard C-130s, fitted with MAFFS, have completed 245 sorties, delivered 678,740 gallons of retardant or water, and logged 265 flight hours annually since the DoD activated MAFFS for firefighting operations in 1997. Today, three of the four MAFFS units are operated by the Air National Guard.

Currently, the Air National Guard provides the National Interagency Fire Center (NIFC) six C-130 aircraft and

crews trained to fly the U.S. Forest Service-owned MAFFS. These aircraft and crews normally respond to requests for assistance in support of NIFC when federally contracted commercial air tanker capabilities are exhausted or overwhelmed.

Deepwater Horizon

More than 1,530 National Guard members answered the call to help the Gulf Coast recover from the largest oil spill in U.S. history.

During the oil spill, Army National Guard aviation crews:

- Flew over 3,600 hours
- Hauled over 8,000 tons of cargo, equipment, and supplies
- Carried over 6,500 passengers

Army Guard UH-60 Blackhawks, CH-47D Chinooks, UH-72A Lakota rotary-wing aircraft, and C-12 and C-23 fixed-wing aircraft and crews flew missions that entailed:

- Sandbag emplacement
- Personnel evacuation
- Engineer damage assessment
- Fishing area reconnaissance
- Local enforcement agencies support
- Incident awareness and assessment missions

Air National Guard personnel also provided a crucial air operations center, RC-26, public affairs, chaplain, communications, and transportation support during the Gulf of Mexico oil spill.

Possibly the two most unique capabilities were provided by the ANG's 601st Air and Space Operations Center (AOC) and ANG RC-26 units.

When senior Department of Defense and Homeland Security officials decided to centralize airspace management operations within Aviation Coordination Command, the 601st was selected to provide airspace de-confliction in the highly congested airspace over the Gulf of Mexico. Additionally, the AOC's Intelligence and Reconnaissance Division, a member of the Interagency Remote Sensing Coordination Cell, managed aircraft that provided imagery that helped locate surface slicks and recover the spreading oil, reducing environmental impacts.

More than 1,530 National Guard members proved invaluable to the response efforts off the Gulf Coast providing essential command and control elements, security patrols, and vital communications platforms for incident management in the four-State region directly affected by the oil spill.

Domestic Mission Support

National Guard Personnel Deployed



1,200

Southwest Border

Supported Homeland Security Customs and Border Patrol; supported U.S. Immigration and Customs Enforcement; criminal investigative analysis; entry identification duties



2,600

Counterdrug

Supported local law enforcement in seizing drugs, weapons, and other contraband



1,530

Deepwater Horizon Oil Spill

Provided helicopter support; built interlocking water tube barriers; operated vacuum barges; erected sand bag barriers; processed claim information; supplied aerial reconnaissance



BRIDGING CAPABILITY

First Military Force to Arrive, Last to Depart

MILITARY RESPONSE
(National Guard Forces)

**Local and
State First
Responders**

CERFP

**Federal
Response**

**Military
Response**
(Title 32 or 10)

Capability Gap -
Extraction, Decon, Med
Triage and Treat

0-06 Hours

06-72 Hours

72-96 Hour

CBRNE Enhanced Response Force Package (CERFP): A regional task force with the capability to extract victims from a contaminated environment, perform patient/casualty decontamination, and provide medical triage and treatment in support of civil or military authorities.

- M-Day (traditional Guard) status until activated
- Utilization in state active duty, Title 32 or Title 10
- 5 Active Guard/Reserve personnel per team (2 Majors, 3 Sergeants First Class)



ANG RC-26 crews, equipped with full-motion video downlinks, helped refine the search process and provided real-time reporting that was used to keep the oil skimming ships engaged in the large areas of surface oil. The U.S. Coast Guard hailed the RC-26 and its experienced crews as “game changers.”

INNOVATIVE RESPONSE CAPABILITIES

Domestic All-Hazards Response Team (DART)

Using the eight Army National Guard Division Headquarters, DART teams develop force packages to respond to any natural or man-made disaster. Coordinated by the Chief of the National Guard Bureau, with the consent of the Adjutants General, each DART is selected based on its ability to fill the needs of the mission. The abilities of the DARTs align with the “essential 10” capabilities of command and control, communications, aviation, force protection (including civil support teams), engineering, logistics, maintenance, medical, security, and transportation. The DART teams work within the nation’s Emergency Management Assistance framework to support local relief. Presently, about 50,000 National Guard personnel are available east of the Mississippi River and 30,000 west of the river.

Homeland Response Force (HRF)

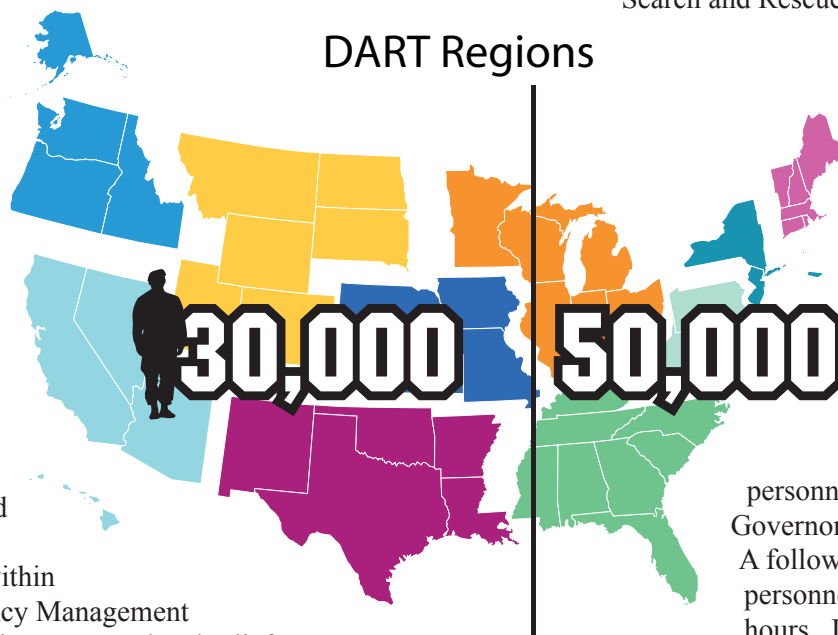
The DoD is working with the National Guard to establish 10 HRFs: two in FY11 and eight in FY12. Each HRF, consisting of 566 personnel, is prepared to deploy within 6-12 hours to provide lifesaving capabilities such as search and rescue, decontamination, emergency medical, security, and command and control (C2).

HRF Highlights:

- Provides a faster, more capable lifesaving Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) response capability
- Bridges a gap between initial National Guard response and Title 10 capabilities
- Improves C2 and operational flow for deployed National Guard CBRNE forces

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced, Response Force Package (CERFP)

There are 17 CERFPs, at least one in each FEMA region, available to Governors to provide a needed capability in response to a Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive event. These professionals train with federal, State, and local agencies including the U.S. Marine Corps Chemical Biological Incident Response Forces (CBIRF) and FEMA Urban Search and Rescue task forces.



National Guard Reaction Force (NGRF)

A critical element in the first line of counter-terrorism defense, the NGRF provides every State with a ready combat arms force capable of delivering 75-125 personnel within 8 hours of the Governor’s or President’s request. A follow-on force of up to 375 personnel can arrive within 24 hours. In FY10, States and Territories used their NGRFs to support numerous events and emergencies.

Weapons of Mass Destruction Civil Support Teams (WMD-CSTs)

WMD-CSTs help each State’s civil authorities identify CBRNE agents, assess current and projected consequences, advise on response measures, and assist with appropriate requests for additional support. The National Guard will add two new WMD-CST units, bringing the total to 57 units. Each unit consists of 22 full-time Army and Air Guard personnel.



Air National Guard ASA

ANG maintains 16 of the 18 Air Sovereignty Alert (ASA) Sites



Lakota crews proved invaluable to the National Guard's homeland response in 2010 rapidly responding to the Deepwater Horizon oil recovery.



Texas National Guardsmen rescuing civilians from flood waters was one of many domestic missions the National Guard responded to in 2010.





Above: Hawaii National Guard members conduct search and extraction procedures while looking for victims of a mock parking garage collapse during Vigilant Guard Guam in August 2010.

Right: A robot from the Guam National Guard, equipped with an on-board camera, assesses a mock parking garage collapse during a Vigilant Guard exercise. Robots like these assess a situation and potential victims before Soldiers assist those in need.



Air Sovereignty Alert

The Air Sovereignty Alert (ASA) is composed of systems designed to quickly detect, identify, and engage air, land, and sea threats to the United States. ASA is executed under the auspices of Operation Noble Eagle (ONE).

ANG fighter aircraft and crews charged with ASA identification and engagement are positioned at 16 of 18 sites across the United States. Currently, there are approximately 1,085 positions at 16 ANG sites. In addition to the fighters, the ANG provides tanker ASA support 24/7 at four sites across the United States.

ANG fighter units are typically located near critical infrastructure and dense population areas providing this vital defense at a fraction of the cost of an active duty Air Force unit. During normal, peacetime operations, ANG fighter units run on a “skeleton” crew of full-time personnel.

Light Utility Helicopters – UH-72A Lakota

Lakota aircraft logged over 932 flying hours conducting myriad reconnaissance, observation, air transport, medical evacuation, and aerial command and control (C-2) for homeland defense and overseas operations.

Lakota crews also proved invaluable to the National Guard’s homeland response in 2010 rapidly responding to the Deepwater Horizon oil spill.

Critical Infrastructure Protection (CIP)

National Guard Critical Infrastructure Protection (CIP) teams assessed over 200 industrial sites and critical U.S. Government infrastructure for vulnerabilities to attack in FY10, and anticipate assessing 200 sites in FY11. The teams support the Department of Defense and Department of Homeland Security (DHS) by conducting all-hazard vulnerability assessments of prioritized Defense Industrial Base (DIB) and DHS-Tier II sites.

Vigilant Guard (VG)

Each year, the National Guard conducts four regional VG exercises to help military first-responders unify their efforts to support civilian authorities. The NGB is also building a special VG exercise to support the 54 States and Territories in preparing for larger scale or real-world events. These exercises are critical to ensuring government agencies are interoperable in time of crisis.





“ I am especially impressed with your rapid deployment of Airmen and Family readiness program managers. You find unique and innovative ways to reach out to Family members who are often dispersed geographically across your State. ”

**Honorable Michael B. Donley
Secretary, U.S. Air Force**

SOLDIER, AIRMAN, AND FAMILY SUPPORT PROGRAMS



Over 68 percent of Youth Challenge participants have earned a General Educational Development (GED) or high school diploma and 12 percent choose to enter the military. Since 1993, Challenge has graduated over 95,500 students.

The most valuable service member is one who is strong in mind, body, and spirit. The National Guard provides programs at the National and local levels to support Soldiers, Airmen, and their Families.

YOUTH PROGRAMS

National Guard Youth Challenge Program (NGYCP)

Our Citizen-Soldiers and Airmen, who in their civilian lives are influential across the spectrum of business, education, and government, make up the backbone of the NGYCP. The award-winning, community-based program leads, trains, and mentors high school dropouts to become productive citizens in America's future. Challenge has 32 sites in 28 States and Puerto Rico, offering a five-month "quasi-military" residential phase and a one-year post-residential mentoring phase for unemployed youth ages 16-18.

The program pays for itself by savings realized from keeping young people out of jail and off public assistance rolls. Based on a formula from a 1998 Vanderbilt University study, Challenge saves approximately \$175 million annually in juvenile corrections costs, while keeping youth off of federal assistance.



For more details on the National Guard Youth Challenge program, please see the information paper at: www.ng.mil/features/ngps

STARBASE

Thirty-four National Guard sites host the DoD STARBASE program that reaches out to 5th grade students to improve their knowledge and interest in the science, technology, engineering, and math fields. The U.S. faces a workforce and educational crisis in these fields as Americans rank near the bottom of 30 countries in combined science and math test scores. The program exposes the students to advanced technology and positive role models found on military bases and installations.



For more details on the DoD STARBASE program, please see the information paper at: www.ng.mil/features/ngps

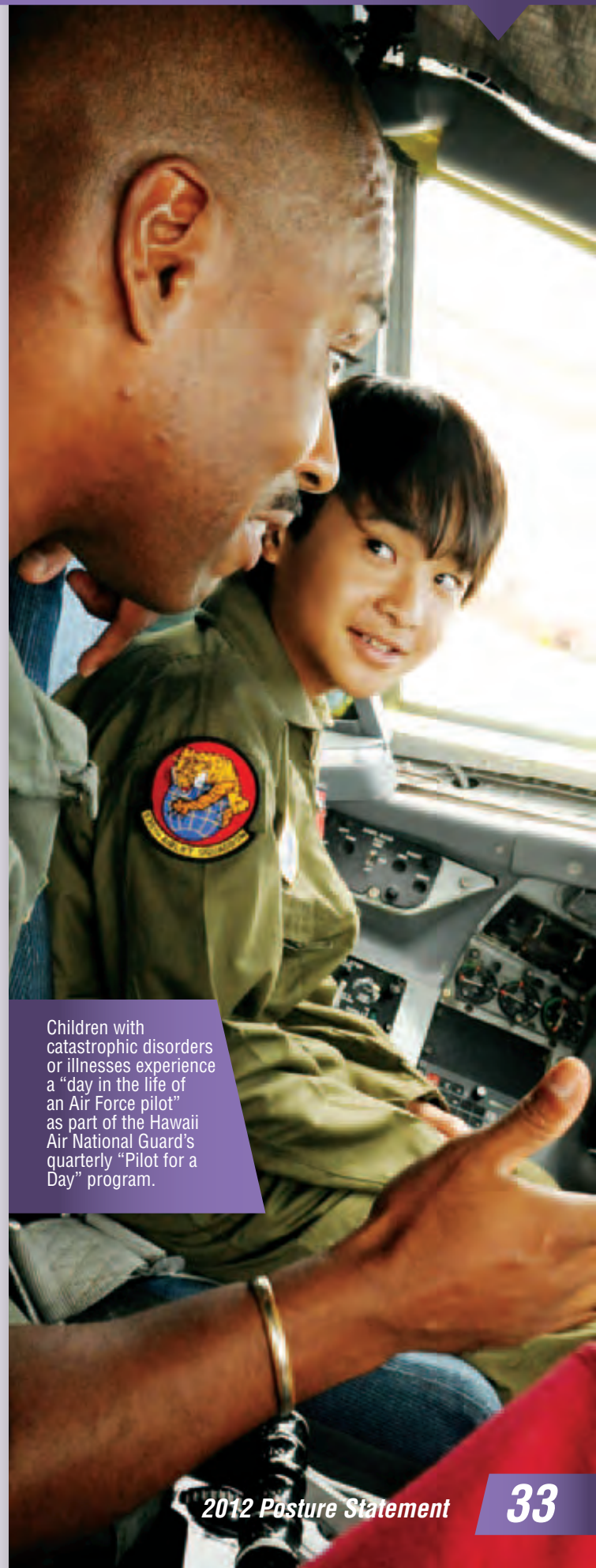
SOLDIERS / AIRMEN

Warrior Transition Units (WTUs)/ Community-Based Warrior Transition Units (CBWTUs)

The WTUs managed more than 1,800 Army National Guard Soldiers and the CBWTU program managed 1,477 Army National Guard Soldiers throughout the U.S. in FY10, providing support and transition assistance for wounded, injured, and ill Soldiers. The WTUs provide non-clinical support, complex case management, and transition assistance for Soldiers of all components at medical treatment facilities on Active Army installations. The CBWTUs provide high-quality health care, administrative processing, and transition assistance for recuperating Reserve Component Soldiers; these units allow them to live at home and perform duties close to their homes and Families. The Army National Guard supported the Army's WTUs and CBWTUs with over 600 Soldiers in positions at all levels of the organization, from squad leader to battalion commander.

Master Resilience Trainer Course (MRTC)

The Army National Guard's transition from a strategic Reserve to an operational Reserve over the past nine years has required an increase in Soldier readiness. Due to the unique Citizen-Soldier mission of the Army National Guard – and increased OPTEMPO – ARNG Soldiers have shown increasing levels of behavioral health issues at 12 months post-deployment as well as



Children with catastrophic disorders or illnesses experience a "day in the life of an Air Force pilot" as part of the Hawaii Air National Guard's quarterly "Pilot for a Day" program.



Soldiers attend a Master Resiliency Training class at Fort Hood, Texas. This 10-day MRT course was only the fourth Army-wide MRT session that has been held.

an alarming number of suicides among those who have never been deployed. The ARNG has also witnessed an increase in divorce rates, suicide rates, alcohol and substance abuse, Post-Traumatic Stress, domestic abuse, sexual assault rates, and other behavioral health issues.

The MRTC is a component of Comprehensive Soldier Fitness (CSF), which is the Army's holistic approach to address the overall fitness of Soldiers, Family members, and civilians. The MRTC provides individually tailored skill training that leads to a balanced, healthy, self-confident force whose resilience and overall fitness enables them to thrive in the current environment and beyond. The MRTC 10-day course is a train-the-trainer course that teaches leaders cognitive skills to increase core competencies including optimism, mental agility, self-regulation, self-awareness, character strengths, and connection.

The Army's long range goal is to assign two trained MRTs to each Battalion and Brigade within the Total Army to service Soldiers; one at each Army Community Service/Family Action Center to assist Families and Family Readiness Group leaders; and one at each Division/State Joint Force Headquarters to assist Division Commanders/The Adjutants General to help develop resilience and assist in training.

ANG Resilience and Psychological Health

The ANG will incorporate NGB resiliency programs involving the four "pillars" of resiliency (emotional, physical, spiritual, and social) as a Total Force Initiative. This resiliency will be incorporated throughout the service career of an Airman.

The ANG will also incorporate "Airman Resiliency Training" for ANG warriors. This tool assists Airmen in recognizing the signs of distress, and shows when and how to seek help.

Additionally, prior to returning home from Iraq and Afghanistan, Citizen-Airmen will transition through Deployment Transition Centers (DTCs) for two days to rest and learn how to reintegrate to pre-deployment life.

Yellow Ribbon Reintegration Program

The Yellow Ribbon Reintegration program provides information, services, referrals, and proactive outreach to service members, spouses, employers, and youth throughout the deployment cycle: alert/pre-deployment, deployment, and post-deployment/reintegration.

The Army and Air National Guard continued to aggressively implement the Yellow Ribbon program, sponsoring 1,471 events that supported some 134,830 Soldiers and Airmen, and 128,037 Family members in FY10. Yellow Ribbon continues to be a hallmark Soldier and Family readiness program.

The Joint Services Support (JSS) Portal

The JSS portal provides an online support community for National Guard service members and Families wherever they are located. JSS enters its second year of operation with improved functionality, enhanced tools and features, and more ways to plug into National Guard services, events, and resources via internet, mobile device, iPhone application, and touch-tone phone. Today, the JSS reaches 61,000 members, features 12,500 local resources, and provides direct access between service

Soldier, Airman, and Family Support Programs

members, their Families, and State support staff. The JSS represents seven key program areas within the National Guard Bureau:

- Yellow Ribbon Reintegration
- Family
- Employer Support
- Sexual Assault Prevention & Response
- Psychological Health
- Financial Management Awareness
- Warrior Support

The JSS is the most comprehensive combined resource repository and workspace created for the National Guard – by the National Guard. [For further information on the Joint Services Support Portal, visit www.JointServicesSupport.org.](http://www.JointServicesSupport.org)

Family Assistance Centers (FACs)

Created to be “one-stop” shops, FACs have been established in the 50 States, three Territories, and District of Columbia to provide information and referral, assistance with identification cards and the Defense Enrollment Eligibility Reporting System (DEERs), assistance with TRICARE and dental issues, legal assistance, assistance with financial issues, and referral to Employer Support of the Guard and Reserve (ESGR).



For more details on the National Guard FACs, please see the information paper at: www.ng.mil/features/ngps.

Oregon National Guard Soldiers returned in April 2010 after a 400-day mobilization for Operation Iraqi Freedom. While there, they conducted more than 6,000 convoy missions over an area of 90,000 square miles. They escorted 108,000 trucks carrying more than 160 million gallons of fuel, 11.5 million cases of water, 605,000 cases of food, 9 million rounds of ammunition, and more than 23,000 other individual pieces of cargo.





NATIONAL GUARD BUREAU POSTURE STATEMENT

A GREAT VALUE FOR AMERICA

"Our nation's global reach, as it exists today, would be impossible without the contributions of the Guard ... (The National Guard provides) maximum combat power when and where the nation needs it, with the absolute best value for each and every taxpayer dollar."

**Honorable Michael B. Donley
Secretary, U.S. Air Force**

